

Toronto Grand Opry Housing Corporation

ACCOUNTABILITY FRAMEWORK

MOBILITY AND INTEGRATED SERVICE

CHARTER OF RIGHTS – SENIORS SUPPORT AND LONG-TERM CARE

TORONTO GRAND OPRY HOUSING CORPORATION'S SENIORS HOUSING

UNITS

Country "No-Gentle"
Thomas "Tommy"
Hunter

EX 7.2



Integrated Service Models

Country "No-Gentle Thomas "Tommy" Hunter

Table of Contents

Section 1: Introduction and Overview	5
Section 2: Seniors Housing Needs	7
a. Understanding the Needs of Senior Tenants	
b. How TCHC Supports Senior Tenants	
Section 3: About the Integrated Service Model	2
a. Overview of Integrated Service Model	
b. Relevant Council Decisions Supporting the Model	
c. Roles and Responsibilities in the Implementation	
Section 4: Implementing the Integrated Service Model	13
a. Requirements and Rationales for ISM Innovation	13
Innovation 1: Integrated Staffing Model	13
Innovation 2: Tenant-Specific Policies and Protocols	15
Innovation 3: Tenant Health and Wellness	17
Innovation 4: Integrated Care Coordinators	17
b. Requirements for Tenant Engagement	18
Senior Tenant Advisory Committee (STAC)	18
Other Tenant Engagement	19
c. ISM Implementation Plan	19
Section 5: Performance Management Plan	20
a. Reporting – Annual Program Report	20
b. Key Performance Indicators	21
Senior Tenant Satisfaction (Senior Tenant Experience Survey)	23
c. Implementation	24
e. Reporting Cycle	24
Section 6: Quality Assurance and Complaint Resolution	25
Section 7: Appendix	6

Integrated Service Models

Table of Appendices

Appendix A: Overview of Engagement on the Integrated Service Model.....	27
Appendix B: Summary of CMHC Grant Support for the Integrated Service Model.....	28
Appendix C: Integrated Service Model Logic Model.....	29
Appendix D: List of 83 Seniors-Designated TCH Properties.....	30
Appendix E: Integrated Service Model Staffing.....	31
Appendix F: Proposed Staff Training Topics.....	36
Appendix G: Reporting Requirements.....	37
Appendix H: Data Dictionary.....	40

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List of Acronyms

Acronym	Description
SSLTC	Seniors Services and Long-Term Care
SHU	Seniors Housing Unit, Toronto Community Housing Corporation
SHC	Seniors Housing Corporation
TCHC	Toronto Community Housing Corporation
TC LHIN	Toronto Central Local Health Integration Network
ISM	Integrated Service Model
SSC	Seniors Service Coordinator (former name of CSC)
TSA	Tenant Services Administrator
SES	Support and Engagement Supervisor
STAC	Senior Tenant Advisory Committee
CSC	Community Services Coordinator
TSC	Tenant Services Coordinator
Hubs	Seniors Health and Wellness Hub

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Section 1: Introduction and Overview

Toronto Community Housing Corporation (TCHC) is the largest public housing provider in Canada. Around 25% of TCHC's 110,000 tenants are seniors, living in one of the 83 buildings designated specifically for seniors. A review of TCHC's seniors housing services in 2010-11 by the City of Toronto indicated that there was a significant gap in the delivery of housing services to seniors in TCHC and that there was a lack of integration between housing and health services (see [EX34.3](#)). To address this gap, the City of Toronto recommended a range of recommendations calling for improved living conditions and better integration of seniors housing services in TCHC, including the creation of a standalone Seniors Housing Unit. Through the delivery of an Integrated Service Model, this new unit will better address the specific needs of seniors currently residing in the TCHC system, and provide them with greater access to the housing, health, and community support services they need to remain in their homes for as long as possible with dignity and independence. The Integrated Service Model will implement four key components:

- (1) An enhanced living model in the TCHC seniors buildings that is more responsive to the needs of seniors with reduced staff-to-tenant ratios and specialized seniors housing staff;
- (2) Revised seniors-specific housing policies and procedures that respond to the unique housing challenges faced by senior tenants with respect to unit condition, access to services, safety and security, communication, and eviction prevention;
- (3) Co-located Seniors Health and Wellness Services in select seniors buildings that provide access to a range of health, social, and wellness services to tenants;
- (4) Designated Seniors Housing Coordinators in each building to help connect vulnerable tenants to health and community support services.

While the new Co-located Seniors Health and Wellness Unit is responsible for delivering the Integrated Service Model (ISM) in the 83 seniors-designated buildings, the Seniors Services and Long-Term Care Division at the City of Toronto (SSLTC) has been directed by Toronto City Council to develop an *Accountability Framework and Implementation Plan* for the Integrated Service Model to ensure this new service model is implemented as intended and is achieving the desired outcomes.

The *Accountability Framework* outlines the principles, standards, and requirements for the implementation and evaluation of the ISM. It also provides the basis for a transparent accountability relationship between the Seniors Housing Unit and subsequently, the City of Toronto. The framework was developed to respond

to the recommendations of the City of Toronto's review of TCHC's seniors housing services. The framework will also help to ensure that the ISM is delivered in a timely and effective manner, and that seniors are provided with the services and support they need to live independently and safely in their homes. The framework will also help to ensure that the ISM is delivered in a timely and effective manner, and that seniors are provided with the services and support they need to live independently and safely in their homes. The framework will also help to ensure that the ISM is delivered in a timely and effective manner, and that seniors are provided with the services and support they need to live independently and safely in their homes.

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Integrated Service Models



As such, this Accountability Framework provides the following information:

- **Section 1** provides background on the history of the ISM, including consultations with senior tenants and partners, the vision for the ISM, and the quality of life for seniors tenants living in TCHC seniors buildings;
- **Section 2** describes the ISM in-depth, including the history of its development, stakeholders, management, and the roles and responsibilities of key partners;
- **Section 3** provides details on the implementation of the ISM, including specific service delivery expectations;
- **Section 4** details the performance management strategy and summarizes the accountability relationship between the Seniors Housing Unit and SSLTC;
- **Section 6** specifies how the Seniors Housing Unit will work with SSLTC to ensure the model achieves positive outcomes for seniors tenants.

Until such as time as the Seniors Housing Corporation, if approved, assumes operations of the 83 seniors-designed and TCHC buildings, the accountability relationship outlined in this document is specifically directed towards the Seniors Housing Unit at TCHC.

(c) Accountability for What – considers what the Seniors Housing Unit corporation is accountable for delivering, namely the quality of life for seniors tenants in seniors buildings, located in Toronto;

(d) Accountability to Whom – the Seniors Housing Unit corporation is accountable to its tenants in seniors buildings, located in Toronto;

(e) Accountability at What Cost – considers the cost of delivering the model, which may result in poorer outcomes for seniors tenants due to increased oversight by the City of Toronto.

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Section 2: Seniors Housing Needs

a. *Understanding the Needs of Senior Tenants*

Housing is an important determinant of health, showing that poor housing conditions are linked to negative health outcomes. Nearly a quarter of Canadian seniors have limited or no access to adequate, acceptable, or affordable housing, particularly those who are low-income, have jobs, and are older. A recent review conducted by Dr. Christine Shepherd of the Canadian Urban Institute found that low-income seniors living in the community, alone, have lower education, and self-report fairer health than renters and homeowners, those living in social housing have higher rates of disability and are more likely to smoke, drink alcohol, consume prescription drugs, have a falls history, polypharmacy, and food insecurity. Seniors in social housing also have higher rates of hospitalizations, emergency room visits, and nursing home admissions.

Dr. Shepherd and her team also found that in most social housing programs across North America, a range of health and community support services are offered to tenants directly on-site, including meals, transportation, housekeeping, social activities, health education, and primary care; in most cases, these services are provided by community partners other than the housing provider. Community partners have indicated that they are eager to partner with social housing landlords and other community agencies to jointly offer on-site services. It is important to note that coordinating with multiple agencies to provide services is challenging, especially when there is no centralized coordination of services, lack of awareness of, and access to, on-site programs. Landlords who have designated housing staff to identify at-risk tenants and make referrals, and when the program has dedicated office and/or program space to run services. Importantly, the provision of on-site services is linked to several positive outcomes for senior tenants, including reduced hospital admissions and hospital admissions, improved physical functioning, and enhanced mental health and resilience.

The Canadian Urban Institute conducted a national scan¹ in January 2020 in Canada to examine seniors living in social housing. The scan identified 34 housing models in Canada, the United States, and the United Kingdom. Five housing programs were selected for in-depth analysis through semi-structured interviews, and the following priority recommendations were made:

- Successful integrated service models must understand

the needs of seniors living in social housing. A recent study conducted by the Canadian Urban Institute found that seniors in social housing are more likely to experience negative physical and mental health outcomes than those in private housing. As a result, integrated service models must be designed to support seniors in social housing. A recent study conducted by the Canadian Urban Institute found that seniors in social housing are more likely to experience negative physical and mental health outcomes than those in private housing. As a result, integrated service models must be designed to support seniors in social housing.

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¹ Canadian Urban Institute, 2020.

Available at: <https://canurb.org/publications/environmental-scan-of-seniors-social-housing-models/>

Integrated Service Models

On-site, tenant-facing staff roles (such as *Support Workers*) are critical for building older tenants, and play a vital role in identifying supports to age in place;

- Supporting tenants with simple daily tasks, undertaking building modifications to enable seniors successfully manage their tenancies;
- Health services require a high level of cultural needs of racialized communities living in care facilities to be devoted to providing culturally appropriate services;
- Housing, health, and social service providers, but collaborative partnerships are needed for complex privacy issues, programs have to establish practices, data sharing agreements, and policies to overcome these issues.

The research findings outlined above reinforce the need for senior housing providers to continue and help inform the development of the Integrated Service Model for HC seniors buildings.

b. How TCHC Supports Senior Tenants

Over the past decade, TCHC has undertaken significant transformations to improve service delivery to over 10,000 tenants. These improvements have benefited all TCHC residents, and have been specifically targeted since the approach of the Tenants First plan in 2007. These improvements have occurred across all the family and senior buildings, being a social housing landlord, where building tenants are connected to appropriate services in their communities. Some notable improvements to the TCHC portfolio include:

- Increasing service levels by 18%;
- Reducing the Tenant Services Coordinators caseload from 520 units to 361 units;
- Developing enhanced supports for seniors, a decrease in falls and a growth in

Though significant improvements have been made for improvements in the housing conditions in the 83 seniors-designed buildings, tenants identified four key areas:

1. Buildings should be safe;
2. Tenants should be able to live in their building;
3. Tenants should be able to access services;
4. Tenants should be able to interact with staff.

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Introducing "Mummy" Hunter

The Integrated Service Model is designed to build on the strengths of TCHC while responding to these tenant priorities and the needs of senior tenants identified through research and consultation with service providers.

Section 3: About the Integrated Service Model

a. Overview of Integrated Service Model

In response to the outstanding challenges faced by seniors in long-term care buildings, and to build on the progress made by the TCHC and the partnership formed between the City of Toronto, TCHC, and the TC LHIN, the ISM Integration Network to identify new opportunities to enhance the seniors portfolio. Under the leadership of the TCHC, the City of Toronto divisions, TCHC, and the TC LHIN, the Integrated Service Model to bring about new ways of working with senior tenants, with the ultimate goal of ensuring seniors live with dignity and in comfort.

Therefore, the purpose of the Integrated Service Model is to:

- (1) Build on the basis of trust between seniors, their families, and housing staff;
- (2) Improve delivery of housing services to seniors, including improved housing stability;
- (3) Increase access to health and community support services through enhanced integration with community agencies within long-term care buildings.

In order to determine the types of policy and process changes needed to achieve these objectives, an ISM Learning Group was formed. This group included staff from the City of Toronto (Social Development, Finance and Administration, SSLTC, Toronto Community Housing, Seniors Housing Unit and Seniors Health), corporate representatives, and the TC LHIN. During these initial planning stages, Tenant First worked with TCHC to conduct tenant engagement to determine the form of information sharing, forums, meetings, and other engagement strategies to conceptualize the key components of the ISM, which included:

- (1) A new staffing model;
- (2) Seniors-specific housing policies;
- (3) Seniors Health and Wellness Hubs;
- (4) Designated Coordinators, funded by the TC LHIN.

When the ISM implementation oversight was transferred to SSLTC as part of the division's expanded mandate (see [EX7.1](#)), extensive engagement was carried out to further develop the ISM implementation plan (see [EX7.2](#)).

Appendix A for an overview of the engagement process. These efforts were supported through the Canadian Mortgage and Housing Corporation (CMHC) National Housing Research Institute, which provided expertise in senior housing. CMHC supported a series of research projects, and town hall meetings, to

inform the improvements made to date in addressing the specific needs of senior tenants, their families, and service providers.

Designated Coordinators were designated to support the ISM. This group was composed of the City of Health and Community Management Office, and the TC LHIN, to develop the framework for identifying and supporting seniors to live with dignity and in comfort.

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These engagement efforts were supported through the Canadian Mortgage and Housing Corporation National Housing Research Fund with Sunnybrook Health Sciences Centre and a PhD-level researcher with the University of Waterloo. **Appendix B** for a summary of the engagement process, including town hall meetings, community consultations, and community engagement and community care.

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Housing "Tommy" Hunter

professionals, and housing experts were consulted to identify opportunities to revise and tailor housing services to seniors, and determine the potential service offerings in the Seniors Health and Wellness Hubs.

The Integrated Service Model will implement four key innovations, as follows:

ISM Innovation	Description
New Staffing Model at TCHC SHU	<ul style="list-style-type: none">A new tenant facing position is created, with staff assigned to each building. This will enable closer connections between tenants and TCHC LHIN Care Coordinators.Increased staffing levels will be provided in buildings.Expanded training is offered to staff impacting seniors.
Seniors-Specific Policies and Procedures	All existing SHU policies and procedures will be reviewed and changes are made (where necessary) to address the unique and specific needs of seniors.
Seniors Health and Wellness Hubs	Seniors Health and Wellness Hubs (on-site in select SHU buildings) are established to provide senior tenants with access to a range of health, social, and wellness services delivered by external community agencies. These hubs differ from the Service Hubs currently implemented across TCHC's family portfolio as they provide access to services offered by external agencies, rather than internal TCHC services (e.g. maintenance, cleaning, operations, etc.).
Designated Care Coordinators	In collaboration with the LHIN, designated Care Coordinators are identified for each of the 93 seniors buildings to provide online access to health and social services for senior tenants.

The ISM Logic Model ([Appendix C](#)) explains how the ISM and its innovations are intended to achieve the proposed outcomes of supporting successful tenancies for senior tenants, and ensuring senior tenants are in place in comfort, with dignity and with supports.

b. Relevant Council Decisions Supporting the ISM

As described above, since 2016, TCHC has approved a series of recommendations to improve living conditions for seniors living in TCHC's Senior Supportive Living Homes and Services (SSLTC). There were two phases of the ISM in the senior supportive living division's key role in this process.

The ISM was originally developed by the SSLTC as part of the

ISM and its innovations are supporting successful tenancies for senior tenants are in place in comfort, with dignity and with supports.

c. ISM

As described above, TCHC has approved a series of recommendations to improve living conditions for seniors living in TCHC's Senior Supportive Living Homes and Services (SSLTC). There were two phases of the ISM in the senior supportive living division's key role in this process.

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ments First: A Way Forward for Seniors Housing and Social Services

[EX16.11](#)

Implementation Plan and the service model of the Seniors Housing and Services Entity, Council approved the strategic integration of City responsibilities for the management of the TCHC under a new Seniors Housing and Services entity that is accountable to City Council.

Creating Tenants First - Creating a Seniors Housing and Services Entity at the City, which recognises developing the Integrated Service Model (EX34.3). In this report, staff of the ISM would be designated in partnership with TC LHIN, and would provide a strong in place and improved quality of life for senior tenants.

1) On January 28, 2016, the Mayor's Task Force on TCHC tabled its Final Report, *Transformative Change for Toronto Community Housing Corporation*, at the Executive Committee. The Final Report directed to report back to Executive Committee with an approach and guiding principles for how to make transformations at TCHC ([EX11.21](#)).

2) On July 12, 2016, City Council adopted *Transformative Change for Toronto Community Housing and Social Services* and directed staff to develop an implementation plan detailing how to make TCHC to make it a landlord of choice, with buildings that are clean and in good repair.

3) On July 4, 2017, City Council adopted *The Seniors Housing and Services Entity Plan* and directed staff to further develop the Seniors Housing and Services Entity. Council approved the strategic integration of City responsibilities for the management of the TCHC under a new Seniors Housing and Services entity that is accountable to City Council.

4) On January 12, 2018, City Council adopted *Seniors Housing and Services Entity at Toronto Community Housing Corporation and Transforming Towards a Seniors Housing and Services Entity at the City*, which recognises developing the Integrated Service Model (ISM) (EX34.3). In this report, staff of the ISM would be designated in partnership with TC LHIN, and would provide a strong in place and improved quality of life for senior tenants.

5) In April 2018, City Council adopted *Accessing the City's Tenants First Project* which designates SSLTC as the seniors services entity for the City of Toronto ([EX4.3](#)). This report explained that as the demographic of the City shifts to include more seniors, the City needs to be more effective and nimble in planning to meet the needs of seniors. With a new and expanded scope, SSLTC takes on an enhanced role in municipal system service planning to improve and integrate services for seniors. Elements of municipal system service planning include:

- Centring policy responsibility for municipal services for seniors, including responsibility for implementing and reporting on the Toronto Seniors Strategy 2.0;
- Coordinating external relationships, including relevant provincial ministries and agencies, community partners, and other partners;
- Coordinating City resources, direction, administration, and corporate functions for seniors, whether they be located in the City or in City divisions, agencies and departments;
- Leading engagement with seniors including liaison with seniors and self-initiated lived experience groups;
- Leading the development of advice to the government on service planning;

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Partner

Role Description

tenants can directly influence services and programs provided in their buildings.

Toronto Community Housing Corporation

TCHC is an agency of the City of Toronto, and is a shareholder. The Shareholder-Manager relationship between the Board of Directors and the City of Toronto is a unique one. The Board is responsible to the City of Toronto for the performance of their obligations under the TCHC Act.

The SHU is a unit within the Housing Corporation and is required to deliver on its requirements until such time as the Housing Corporation takes over the seniors-designated buildings. Seniors can sign the SHU, framework agreement for Housing Corporation's 83 units in the 83 buildings.

Seniors Housing Corporation

The Seniors Housing Council was established as a separate entity during an initial transition period, managing the 83 buildings. It is expected to be wound up by 2025 (EX7.1). After an initial transition period, responsibility for the buildings will be managed by the SHU.

Once established, the foundational document Shareholder Direction, outlines the broader relationship between the City of Toronto and the City of Toronto. It will also be responsible for the delivery aspects identified in the Accountability Framework.

Shelter, Support & Housing Administration, City of Toronto

Under the Housing Sector Act, 2011, Shelter, Support & Housing Administration (SSHA) is the service manager for housing and homelessness services in Toronto. As such, the funding agreement that governs TCHC's funding and the long-term governing relationship will be once created.

Section 4: Impl

a. Requirements

This section provides an account of the requirements for which the requirement is needed.

In most cases, the
allowing for innova

Innovation 1: New Research highlights supports to senior

Introducing the Integrator

Rationales for innovations

overview of the research innovation and inclusion requirements that the SHU will be obliged to offer a rationale as to why the innovation is necessary or opportunities for revision.

achieve the requirement, region, and community needs.

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at tenant-facing staff are a

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be a source of companionship and provide a sense of security to older tenants. In addition, having on-site staff with clear tenant-focused responsibilities helps foster more positive relationships between tenants and staff, creating a community environment where older tenants are empowered to manage their buildings.²

of security to older tenants. In addition, having on-site staff with clear tenant-focused responsibilities helps foster more positive relationships between tenants and staff, creating a community environment where older tenants are empowered to manage their buildings.²

Requirement	Rationale
Establish the new staff position: Seniors Service Coordinator (SSC).	<p>The purpose of this role is to integrate tenant and property focused responsibilities into one position (in the current model, these are separate). Refer to the new ISM Staffing section for more details.</p> <p>In the ISM, the new SSC will be responsible for one building, or a cluster of small buildings, and will be a Community Services Coordinator with a tenant support function, with an added responsibility for the tenant-facing side of tenancy management. Currently, this is done by Tenant Services Coordinators.</p> <p>The SSC will be the primary point of contact for all tenant-facing concerns (e.g., tenant issues, referrals to services, etc.) in the building. They will work with other building staff and LHIN Care Coordinators to foster strong relationships with senior tenants, support early identification of tenants requiring additional supports, and facilitate referrals to community agencies as required.</p>
Establish the new staff position: Tenant Services Adminis (TSA).	<p>The newly created TSA position, which will work out of an area office, will be responsible for the administrative tenancy management for all buildings in their area. The TSA will prepare routine correspondence with tenants, perform rent assessments, collect rent arrears, analyze data, and prepare reports.</p>
Establish a new position: Support and Engagement Supervisor (SES)	<p>The SES will manage and support the SSCs and will work out of the area office. The SES will also provide support to SSCs in addressing high-needs tenants and promoting community development in the buildings.</p>
Ensure SSCs and TSAs support the appropriate number of units.	<p>The ISM model will result in an increase in staffing levels, specifically for the SSC position. Hiring additional SSCs will enable them to have more connections with senior tenants, more opportunities to open, and work more closely with other seniors and other community partners to support a maximum of 100</p>

² Sheppard, Christine.

models for Older Adults.

Integrated Service Models

Country "No-Gentle"

Requirement	Rationale
	<p>The new TSA position focuses on an administrative role, leaving the direct tenant service component to the existing TSC (Section 10) as they will no longer provide direct tenant services. TSAs will be required to support a maximum of 700 units.</p>
Coordinate training and professional development in senior-specific issues for all building staff.	<p>Staff in the SHU require training on topics such as Dementia and Alzheimer's, elder abuse, income support programs (Ontario Pension Plan, Old Age Security, Income Supplement), unit transfers, and friendly communication. This will enable staff to provide appropriate customer service to tenants while meeting their unique needs. For more information about the components of the staff training plan, refer to Appendix F.</p>

Innovation: Senior-specific Policies and Procedures

Developing senior-specific policies and procedures, which build on existing best practices, presents an opportunity to address the priorities and unique needs of vulnerable tenants. Many senior tenants struggle to maintain their units in good condition due to complex health challenges that require barrier-free access to health and community support services to enhance their ability to age in place. Ongoing safety concerns are particularly important to address as many seniors are more vulnerable to certain safety and security risks (elder abuse, unit transfers), and need safe and secure environments in order to access on-site support services. Senior-friendly policies and procedures will therefore enable senior tenants to successfully manage their tenants and age in place with dignity and in comfort for as long as possible.

Requirement	Rationale
Unit and Building Condition	
Unit condition issues are identified before units become a safety risk.	A proactive approach to unit safety is needed to ensure that unit condition issues are identified early before they become a safety risk.
Unit condition issues are supported before units become a safety risk.	As units are updated, unit condition issues must be addressed through referrals to appropriate support services to ensure the senior tenant is able to maintain their unit.
Access to Services	
Clear referrals pathways are required to connect tenants to serving communities as required.	Some services may require referrals to external agencies. Clear and accessible referral mechanisms are required so senior tenants can access the services they need as promptly as possible.

Integrated Service Models

Country "No-Gentle"

Requirement	Rationale
Programs and services delivered on-site by external agencies are tailored to meet the evolving needs and interests of senior tenants.	Engaging with senior tenants to determine their needs and interests is critical to ensuring that on-site programs are relevant and provide for seniors. It is important to evaluate the intent of these programs to ensure they are meeting the needs of senior tenants.
Safety and Security	
Staff work with community partners to address safety concerns that hinder the partners' ability to provide on-site services to senior tenants.	Community services and security partners provide on-site services to senior tenants and to ensure that they are not at risk of losing these services.
Staff proactively address situations that could lead to unit takeovers through adequate training and community referrals.	Senior tenants are vulnerable to unit takeovers if they may live alone, be socially isolated, or experience mental health challenges. It is critical that staff take a proactive approach to identifying older tenants at risk of unit takeovers (through staff training, community referrals, and available supports, such as Seniors Supportive Policing and Toronto Police Services).
Staff identify situations of elder abuse, offer support, and make community referrals.	Elder abuse is a unique challenge faced by seniors. It is critical that staff have the information they need to support tenants who may be at risk of any form of elder abuse (including financial, physical, and emotional abuse).
Staff to Tenant Communication	
Staff communicate with senior tenants in an age-friendly manner.	TCH staff experience many different senior tenants are diverse. They and deserve to be communicated with in a professional and senior friendly manner.
Staff keep senior tenants informed about ongoing developments, programming, and emergency issues.	Senior tenants require consistent, frequent, and accurate information about their building.
Tenants have a feedback mechanism to communicate with the building, the area office, and TCH.	Tenants have a feedback mechanism to the organization through the ISM and the potential for TCH, senior tenants require a clear and pathways to provide them with continual feedback about their experience with their housing provider.
Housing Retention	
Staff proactively support senior tenants in the time leading up to their 65th birthday.	Senior tenants turn 65 years of age, which may change, resulting in

Integrated Service Models

Country "No-Gentle"

Requirement	Rationale
changes in their monthly income related to turning 65 years of age (due to their designation as seniors).	changes in rent-gearied-to-income payments. Systems must be in place to ensure that seniors and a pplicable during the transition period, avoiding the accumulation of arrears.
Staff work with senior tenants to inform them of their legal rights and obligations as tenants.	To ensure that senior tenants are able to maintain their tenancies, staff must be aware of the rights of seniors as tenants and communicate these clearly to seniors so they have the knowledge to maintain their tenancies.
Policies are developed which address seniors related issues that increase the risk of eviction such as cognitive impairments, physical impairments, mental health issues etc.	Seniors may experience barriers to maintaining their tenancies, such as memory issues, cognitive issues, and physical impairments. There is a need to develop policies to address the unique challenges seniors.

Innovation 3: Seniors Health and Wellness Hubs

Seniors Health and Wellness Hubs allow senior tenants and seniors in the community to access a range of health and social supports, provided by partner community agencies, on-site in senior designated buildings. By accessing these services, senior tenants and seniors are likely to have the supports they need to maintain their tenancies and a sense of independence.

Requirement	Rationale
Agencies are identified to act as partners in the establishment of Seniors Health and Wellness Hubs across the City. One hub should be located in the Phase 1 region (Scarborough East).	Seniors across the SHU should have access to Seniors Health and Wellness Hubs. The Hubs should where possible, also be open to seniors residing in other TCH buildings and in the community.
Partner agencies ensure senior tenants are engaged to ensure that each Seniors Health and Wellness Hubs offer a range of services that meet tenants' needs.	Specific services offered in the hubs will relate to building and community needs. Participation must be sought in the design and delivery of programs in the hub to ensure the hub is meeting the needs of seniors.

Innovation 4: Designated buildings

The partnership will provide care services for seniors in designated buildings to support senior tenants to age in place.

Integrated Service Models

Requirement	Rationale
Designated Care Coordinators (TC LHIN funded) in seniors buildings are in place to ensure streamlined access to health and community services for senior tenants.	The TC LHIN Care Coordinators are aligned with the City of Toronto neighbourhood teams. The City of Toronto neighbourhood teams support the delivery of services in the neighbourhood. Care Coordinators will connect tenants with the same support services available through the former Building Health Service Coordinators.
Enhanced collaboration, joint training, and information shared between internal building staff and TC LHIN Care Coordinators are facilitated.	The integrated roles of senior tenants, building staff, and ensure housing staff and TC LHIN Care Coordinators provide the best care and that professionals are equipped to support the shared needs of seniors between housing staff and external health and social service partners. This will ensure all staff involved in supporting seniors tenants have access to the necessary information.
Integrated team meetings for building and health staff (including TC LHIN Care Coordinators and emergency staff) are established.	Building staff, including TC LHIN Care Coordinators, will participate in integrated team meetings with community partners to recognize the intrinsic link between health and housing information, and exchange information to improve access to services. Staff will share best practices and learn about other available housing and health services.

b. Requirements: Tenant Engagement

Senior Tenant Advisory Committee (STAC)

Ongoing engagement with senior tenants will be critical to the implementation and evaluation of the Integrated Service Model. The Senior Tenants Advisory Committee (STAC) will be established specifically to provide input on the implementation and evaluation of the model to improve the lives of senior tenants in the community.

The STAC is made up of senior tenants from various buildings, with a specific mandate to ensure their voices are heard, including those with diverse backgrounds, women, racialized persons, persons with disabilities, immigrants and refugees, and those with accessibility and addressing concerns and issues.

The STAC is led by the Senior Housing Unit (SHU) and is accountable for the following:

• Representing senior tenants' views and concerns to the City of Toronto and the TCHC

• Ensuring senior tenants' voices are heard, including those with diverse backgrounds, women, racialized persons with disabilities, immigrants and refugees, and those with accessibility and addressing concerns and issues.

• Conducting interviews, surveys, and focus groups with senior tenants.

Integrated Service Models

selecting candidates, etc.), covering associated meetings, recording keeping, and facilitating briefings. Across all of these actions, SSLTC is consulted and support as necessary. STAC membership, review panel, and membership will rotate. The mandate so that it can be flexible and adapt as

needed, organizing and chairing tenant engagement with the STAC.

STAC will be informed and provided expertise

and support as necessary.

SSLTC was established to support

SHU transfers into

The SHU will be required to provide SSLTC with a summary of the outcomes of the STAC on an annual basis, as part of the report. The SHU has been engaged in the ISM implementation process.

Summary of the outcomes of the STAC will be provided to the group

Other Tenant Engagement

The SHU will also carry out other tenant engagement activities to foster positive relationships with tenants, keep tenants informed on housing services. Engagement will include,

- 1) Annual Senior Tenant Experience Survey (see section 3.1.1);
- 2) Quarterly SHU Newsletter to inform all tenants of SHU-wide events, updates, and information;
- 3) Tenant social events (e.g., building barbecues and picnics) to foster a sense of community;
- 4) Regular townhalls (minimum of 1 per year) to solicit feedback on building activities and housing services.

The SHU will also be responsible for liaising with other groups such as the R-PAC Committee (Responsible Property Accessibility in Toronto), Tenant Councils, Tenant representatives or Councils, Tenant Associations, to gather feedback and input on the ISM implementation.

Established Tenant Committees, Accessibility in Toronto, life for tenants with physical disabilities, Tenant Associations, to gather feedback and input on the ISM implementation.

The SHU will be required to provide SSLTC with a summary of tenant engagement activities on an annual basis, as part of the report, to demonstrate efforts taken to engage all senior tenants to share their voice.

c. ISM Implementation Plan

SSLTC is also responsible for reporting to Council on an implementation plan for the ISM. The ISM will be implemented in phases, starting with 18 buildings in the South East of Toronto in 2020. After an evaluation period, it will be further rolled out through the remaining buildings. Our SHU implementation is to ensure the needs of tenants, staff, and changes to the model of care experiences and model.

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³ Full implementation may be delayed due to ongoing effects of COVID-19.

Full implementation may be delayed due to ongoing effects of COVID-19.

Reporting Document	Contents
	<p>model, seniors-specific services and procedures, Seniors Health and Wellness Hubs, and other areas of the ISM. The report will also include a section on Tenant Engagement and the SHU, including questions: how much do tenants pay for services, how well do they do, how well did we do, and how can we do better? The report will also include a section on the ISM and the City of Toronto.</p> <ul style="list-style-type: none"> Refer to Appendix G for more information on the reporting requirements.

The submission of the Annual Program Report, which will include a set of indicators (described in section 5b), will form the basis of a formal relationship between the Seniors Housing Unit and the SHU. This will enable SSLTC and the City of Toronto to monitor the implementation of the ISM, and assess the impact the model is having on seniors. The SHU will have the responsibility to review and respond to the Annual Program Report submitted by the SHU. Furthermore, the Annual Program Report will be available to the public to ensure that tenants, and other members of the public, are able to assess how well the SHU and the City are working together towards achieving their common goals.

b. Key Performance Indicators

This section describes the key performance indicators (KPIs) used to measure the impact of the ISM. Key performance indicators (KPIs) will be used to ensure the results-based accountability of the ISM. The KPIs will be compared against baseline data to assess if, over time, the ISM is meeting its stated objectives (as defined in the Logic Model – **Appendix C**) and addressing tenant priorities. Data will be collected from various sources from the SHU, the C LHIN, and the City of Toronto to monitor the needs of tenants. In addition, a data collection strategy will be an integral part of the innovation of the ISM and the accountability of the ISM. Refer to the Data Dictionary in **Appendix H** for more details.

The Annual Program Report will include a set of a select set of indicators to measure the impact of the ISM. The indicators will be used to measure the impact of the ISM on seniors' housing stability and the ISM's impact on SSLTC. It will also include a section on the impact of the ISM, and the City of Toronto has a responsibility to review and respond to the Annual Program Report submitted by the SHU. Furthermore, the Annual Program Report will be available to the public to ensure that tenants, and other members of the public, are able to assess how well the SHU and the City are working together towards achieving their common goals.

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ISM Objective	Key Performance Indicators	Expected Direction of Change	Source
Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability	Number of maintenance work orders issued	Increase (then decrease)	SHU
	Service level (i.e., % of maintenance work orders completed within 10 days)	Increase	SHU
	Number of best complaint units	Decrease	SHU
	Number of complaints	Decrease	SHU
	Number of compliments	Increase	SHU

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ISM Objective	Key Performance Indicators	Expected Direction of Change	Source
	# of community safety events	Decrease	City of Toronto
	Types of community safety events	N/A	City of Toronto
	# of police calls to building	Decrease	City of Toronto
	# of fire calls to building	Decrease	City of Toronto
	# of false fire calls to building	Decrease	City of Toronto
	Tenant perceptions of safety	Decrease	SHU
	Senior Tenant Experience	Decrease	SHU
	Total arrears – Value & # of households	Decrease	SHU
	Unactive arrears – Value & # of households	Decrease	SHU
	Years under the loss of security of tenure – non-return of annual review of households	Decrease	SHU
	Repayment agreements	Increase	SHU
	Repayment agreements – a ratio of households with repayment agreements versus # of households	Ratio will increase	SHU
	Outstanding annual rent arrears	Decrease	SHU
	Active legal files (arrears)	Decrease	SHU
	Active legal files (illegal)	Decrease	SHU
	Active legal files (health)	Decrease	SHU
	Evictions executed	Decrease	SHU
	Eviction rate (target 2.3%)	Decrease	SHU
	Tenant and Community Service (TCS) support requests created	Increase (then decrease)	SHU
	Days of TCS support (e.g. arrears, behaviour, emergency, moving up, transfer, relocation, etc.)	N/A	SHU
	Referrals made to other agencies within the building	Increase	SHU
		Increase	TC LHIN
		Increase	TC LHIN
		Increase	TC LHIN

Integrated Service Models

ISM Objective	Key Performance Indicators	Expected Direction of Change	Source
	# of low urgency emergency department visits from TCHC buildings	Decrease	City of Toronto
	# of crisis placements from TCHC buildings	Decrease	City of Toronto
	# TPS (Toronto Paramedic) Calls	City of Toronto	SHU
	Tenant perception of access to services and supports (via Tenant Experience Survey)	City of Toronto	SHU
Build relationships of trust senior tenants and housing	# of newsletters issues produced	SHU	SHU
	Overall tenant experience (via Senior Tenant Experience Survey)	SHU	SHU

Notes: The ISM KPIs above only apply to 74 of the 83 senior buildings as the remaining 9 buildings are located in other regions. In addition, the TC LSC buildings are impacted by a range of other factors outside of the ISM, therefore, it is likely that changes will not be realized in a short time span. Limitations to the ISM model must be considered. The SHU will provide this data as part of the partnership building a KPIs available for performance in the future.

These indicators represent a starting point, and they will be refined going forward to ensure additional KPIs are available to assess quality and performance, as included, as available. For example, in addition to the indicators above, 10 KPIs are currently selected and measured, TCHC is currently developing 30+ other Senior-based Service Quality Indicators. These indicators will be tracked as part of the Accountability Framework when they become available.

Senior Tenant Satisfaction (Senior Tenant Experience Survey)

In the past, TCHC has conducted annual tenant experience surveys. However, these surveys have not been designed to evaluate senior tenants' experiences specifically related to changes made through the ISM, including the new staffing model and other key innovations. Under the ISM, the SHU will conduct a revised annual Senior Tenant Experience Survey for 83 seniors-designed buildings. This survey will evaluate the changing needs of senior tenants and assess their perceptions of whether the ISM is meeting their needs. The results from the survey will be used to inform changes to the ISM and reported to SSLTC as part of the Accountability Framework.

The contents of the

- New staffing model
- Seniors-specific building components and services and
- Access to h

of the ISM, including:

- staff training
- areas such as unit and staff communication, access to

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Implementation Key Performance Indicators

Given the ISM will be rolled out in phases, the SHU will also be responsible for reporting on the implementation status of the program. Specifically, this includes reporting on the following implementation KPIs:

Component	KPI	Source
New Staffing Model	% of new staff placed in hub	SHU
	# of training/professional development sessions offered	SHU
	Staff to tenant ratio (SSC, TSA)	SHU
Seniors-Specific Policies and Procedures	# of new policies developed in priority areas	SHU
Seniors Health and Wellness Hubs	# of hubs created	SHU
	# of hub related staff trained	SHU
	# of tenants accepted into hubs	SHU/Participating community agencies
	# of tenants involved in hub establishment	SHU
Designated Care Coordinators	% of buildings with designated TC LHIN Care Coordinators	TC LHIN
	# of integrated team meetings between SHU staff at TC LHIN and Care Coordinators	SHU
Tenant Engagement	# of STAC meetings held	SHU
	# of regional town halls hosted	SHU
	# of participants in regional town halls	SHU
	# of informal tenant consultations/events (building-based)	SHU

e. Reporting Cycle

This section outlines the process for reporting on documents and indicators to SSLTC.

The SHU will be responsible to submit the Annual Program Report at the end of the fiscal year, with a summary of the year, the priorities for the next year. Through the year, the SHU will also be expected to report to SSLTC on the overall status on a monthly basis.

Program Report at the end of the year, the previous year and the next year. The SHU will also be expected to report in sections on a monthly basis.

Integrated Service Models

Country "No-Gentleman" Thomas "Tommy"

annual reporting cycle is outlined below:

Q1

- Monthly KPI reporting from SHU to SSLTC

Q2

- Monthly KPI reporting from SHU to SSLTC

Q3

- Monthly KPI reporting from SHU to SSLTC

Q4

- Monthly KPI reporting from SHU to SSLTC
- SHU Annual Report submitted to SSLTC

Section 6: Quality Assurance and Continuous Improvement

This section outlines the SSLTC's responsibility to monitor the SHU if they are:

- Not meeting the terms of the reporting requirements outlined in section 5; or
- Reporting sub-optimal outcomes.

Depending on the nature of these situations occurring, the response will differ.

In situations of non-compliance in reporting:

If the SHU fails to provide the SHU Annual Program Report or monthly KPI data to SSLTC, SSLTC will work with senior staff (SHU General Manager) to inquire about the reason for the lack of reporting and identify barriers. If issues persist, SSLTC will extend a formal request for the information and provide a revised timeline within which the SHU will be required to provide the required documentation.

In situations of reporting sub-optimal outcomes:

During the course of Phase 1 rollout, SSLTC will work closely with the SHU to assess whether the ISM is achieving its intended outcomes. It is possible that – especially during the pilot period – the SHU may report negative, or unchanging, outcomes. This could represent poor performance on behalf of the SHU or of staff and with the model. The phased approach will allow SSLTC to track indicators, observe change, and assess whether, if they are not, SSLTC and SHU will work collaboratively to identify new opportunities to refine the rolled out model.

After Phase 1 rollout, if the SHU reports on suboptimal outcomes. This situation may be a structural issue with the ISM, or broader. If sub-optimal KPIs are observed, SSLTC will inquire about how they intend to address the issue in the Program Report. If no action is taken by the SHU, SSLTC will take action (within the City's role as a sole shareholder).

If the SHU reports on suboptimal outcomes, this may be a structural issue with the ISM, or broader. If sub-optimal KPIs are observed, SSLTC will inquire about how they intend to address the issue in the Program Report. If no action is taken by the SHU, SSLTC will take action (within the City's role as a sole shareholder).

Integrated Service Models

Section 7: Appendices

- Appendix A: Overview of Engagement on the Integrated Service Model
- Appendix B: Summary of CMHC Grant Support
- Appendix C: Integrated Service Model Logic Model
- Appendix D: List of 83 Seniors-Designated TCH Sites
- Appendix E: Integrated Service Model Staffing
- Appendix F: Proposed Staff Training Topics
- Appendix G: Reporting Requirements
- Appendix H: Data Dictionary

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Integrated Service Models

Overview of Engagement

The following chart is a record of the engagement that has taken place in the development and initiation of the integrated service delivery model.

PHASE 1 (2017-2018): Collaborate with stakeholders to develop recommendations for May 2018 report (EX34.3)			
Purpose	Description	Date	Details
Involve tenants and collaborate with service providers in designing a focused service delivery model for seniors, including the development of Seniors Hubs.	<ul style="list-style-type: none"> Meetings with four Senior Tenant Councils to identify issues around tenant participation; customer service; security; maintenance and repairs Meeting with two senior tenant representatives to identify priorities Workshops with tenants and service providers at Byng Towers/Oakridge 23 meetings with Tenants First Tenant Advisory Panel 	May 2018	<ul style="list-style-type: none"> Participants: 30 Report/Record: Meeting Minutes Lead: Tenants First
		May 2019	<ul style="list-style-type: none"> Participants: 30 Report/Record: Meeting Minutes Lead: Tenants First
		May 2019	<ul style="list-style-type: none"> Participants: 65 Report/Record: Byng Towers/Oakridge Study Lead: Tenants First
		May 2019	<ul style="list-style-type: none"> Participants: 13 Report/Record: Meeting Minutes Lead: Tenants First
PHASE 2 (2018): Inform senior tenants of recommendations in May 2018 report (EX34.3)			
Purpose	Description	Date	Details
Educate all tenants of recommendations in May 2018 report (EX34.3) and the Seniors Housing Unit, the Seniors Housing and Services Unit, and the Seniors Strategy.	<ul style="list-style-type: none"> Update website (Tenants First) with key meeting dates and link to report (EX34.3) Five information meetings (seniors and non-seniors) in buildings (246 Sackville, Chippewa Place, Chippewa Place, Seneca Towers, and Brimley Acres) 'Update on Tenants First' mass communication to all tenants sent by TCHC Letters sent to senior tenants and those in OUM outlining the creation of the Seniors Housing Unit Presentation to Toronto Seniors Strategy Accountability Table Presentation to Toronto Seniors Forum 	May 2018	<ul style="list-style-type: none"> Lead: Tenants First
		May 2018	<ul style="list-style-type: none"> Participants: 123 Report/Record: Forum Minutes Lead: Tenants First
		May 2018	<ul style="list-style-type: none"> Participants: 50 Report/Record: Toronto Seniors Strategy Meeting Minutes Lead: Tenants First
		June 2018	<ul style="list-style-type: none"> Participants: 30 Report/Record: Toronto Seniors Forum Meeting Minutes Lead: Tenants First
PHASE 3 (2018): Work with senior tenants to plan systems for ongoing senior tenant engagement			
Purpose	Description	Date	Details
Involve tenants in identifying engagement processes with design a service delivery model for seniors.	<ul style="list-style-type: none"> Meeting with Seniors Voice 	June 2018	<ul style="list-style-type: none"> Participants: 20 Lead: Tenants First

Thomas "Tommy" Hunter

PHASE 4 (2019): Inform tenants and stakeholders informed of recommendations in July 2019 report (EX7.1), including ISM progress			
Purpose	Description	Date	Details
Inform all tenants of recommendations in the July 2019 report, including the recommendation to create a Seniors Housing Corporation.	<ul style="list-style-type: none"> Post on TCHC website (Tenants First/TCHC) with link to report and meeting dates Five information meetings in seniors' and non-seniors buildings (Downsview Acres, Islington Manor, Gus Harris Place, Metro Hall) 	June 2019	<ul style="list-style-type: none"> Participants: 100 Report/Record: Information Meeting Record of Discussion Lead: TCHC
Advise CUPE Local 416 and Local 79 members about the ISM.	<ul style="list-style-type: none"> Two information sessions with leaders and members from Local 416 and Local 79 		<ul style="list-style-type: none"> Participants: 12 Lead: TCHC
Update tenants on the development progress of the ISM.	<ul style="list-style-type: none"> Six tenant meetings across the Seniors Housing Unit portfolio 		<ul style="list-style-type: none"> Participants: 51 Lead: TCHC
PHASE 5 (2019-2021): Develop the Integrated Service Model			
Purpose	Description	Date	Details
Consult with SHU Managers and Supervisors on the priority areas of the ISM.	<ul style="list-style-type: none"> One consultation session with SHU Managers and Supervisors 	September 2019	<ul style="list-style-type: none"> Participants: 13 Lead: TCHC & SSLTC
Understand housing models in other jurisdictions.	<ul style="list-style-type: none"> Five interviews with housing providers 	September-December	<ul style="list-style-type: none"> Participants: 5 Lead: Canadian Urban Institute (research partner, supported by CMHC grant)
Engage with health care partners in design and implementation	<ul style="list-style-type: none"> One meeting with the North Toronto Sub-Region Advisory Council (Representatives from health and social agencies serving seniors in the North Toronto sub-region) Ongoing meetings with the Eastern Ontario Health Partners (key partner in ISM Phase 1 roll out) 	January 2020 January-April 2020	<ul style="list-style-type: none"> Participants: 40 Lead: TCHC & SSLTC
Engage community partners to identify how the ISM could improve the unit's condition, prevent falls and improve access to services	<ul style="list-style-type: none"> Half day consultation with key stakeholders from primary care, home care, community services, housing, municipal and provincial government, and advocacy bodies. 	February 2020	<ul style="list-style-type: none"> Participants: 74 Report/Record: Integrated Service Model for Seniors Housing Stakeholder Consultation Lead: Dr. Christine Sheppard (Sunlife Book Research Institute (research partner, supported by CMHC grant))
Understand the health and well-being of older tenants living in TCHC buildings	<ul style="list-style-type: none"> One-on-one interviews with tenants and community support service providers who work in TCHC buildings 	November 2020 – February 2021	<ul style="list-style-type: none"> Participants: 110 (see ISM Stakeholder Consultation details on participants) Report/Record: Integrated Service Model for Seniors Housing Stakeholder Consultation Lead: Dr. Christine Sheppard (Sunlife Book Research Institute (research partner, supported by CMHC grant))
Update community partners on ISM status and gain feedback	<ul style="list-style-type: none"> Presentation to Toronto Seniors Strategy Table 	February 2020	<ul style="list-style-type: none"> Participants: 60 Report/Record: Toronto Seniors Strategy Meeting Minutes Lead: Dr. Christine Sheppard (Sunlife Book Research Institute (research partner, supported by CMHC grant) and SSLTC)
Consult with senior tenants on senior tenant experience survey	<ul style="list-style-type: none"> Focus group with senior tenants 	March 2020	<ul style="list-style-type: none"> Participants: 10 Lead: Dr. Christine Sheppard (Sunlife Book Research Institute (research partner, supported by CMHC grant) and TCHC)

*Additional engagement with tenants and community partners was impacted by COVID-19.

Integrated Service Models

1) Conducted interviews (n=100) with 58 tenants:

- 3 married couples + 1 single person
- Average age: 70
- 49% Male
- 78% Lived Alone
- Lived in TCH for ~9 years
- From 27 buildings:
 - 24% North East
 - 47% Downtown
 - 16% Central
 - 14% South East
 - 0 West
- Participants included: elderly, non-English (Chinese and Tamil), speaking seniors, and service providers

2) Conducted interviews (n=100) with 58 professionals:

- Service providers supporting tenants (n=4)
- 17 agencies from a variety of sectors (n=51)
 - community support (n=17)
 - primary care (n=10)
 - housing (n=4)
- Mix of management (n=48) and一线 staff (n=48)



Integrated Service Models

Michael Young Hunter

Summary of CMHC Grant Supported Research

In partnership with Sunnybrook Research Institute, and with the support of a Canadian Housing and Urban Research Institute (CHURI) CMHC grant, robust research activities and consultations with stakeholders were undertaken to better understand the housing needs of older adults and how these needs would be met through the ISM.

Activity	Purpose	Scope/Audience
Academic Scoping Review	Review the academic literature in the field to describe the characteristics of (1) older adults and their needs; and (2) social housing service models.	30 peer-reviewed academic journal articles
Environmental Scan	Review integrated housing and service models to determine how these models can enhance health, independence, and housing stability for seniors.	34 international housing models for older adults run by public, private, and non-profit agencies
Qualitative Interviews with Senior Tenants	Interview older adults to determine the housing needs of older adults in TCHC buildings.	58 diverse older tenants interviewed from 27 buildings
Qualitative Interviews with Service Providers	Explore the housing needs of older adults living in TCHC buildings and examine how the current service delivery model meets those needs, including gaps.	58 providers from community support services, primary care, and housing agencies that support older TCHC tenants
Community Consultation	Develop recommendations, strategies, and solutions for the improvement of the ISM to promote health and well-being for older adults.	74 stakeholders from housing, community and social services, primary care, the municipal and provincial government, and advocacy agencies

Integrated Service Model – Logic Model

Issue	Seniors living in TCHC are disproportionately affected by poverty, social isolation, mobility issues, and cognitive and physical challenges. This leads to a lack of engagement and communication between senior tenants and staff.		
Tenant Priorities	TCHC staff have identified the following four priorities: 1. Ensure all units and buildings are clean and well-maintained; 2. Improve relationships and communities; 3. Increase access to programs, services, and resources; 4. Implement and proactive communication that is timely and respectful.		
Objectives	The objectives of the Integrated Service Model are to: 1. Strengthen relationships of trust between senior tenants and staff; 2. Improve the delivery of housing services, with an increased focus on issues that impact housing stability; 3. Increase access to health and community support services through enhanced partnerships with community agencies and integration of services directly in TCHC buildings.		
Target Group	Seniors living in the 83 seniors designated buildings operated by the Senior Tenant Services Unit.		
Inputs	SHU resources, City of Toronto partnership (Accountable Care Model), LHIN resources (e.g., health data), and community partners (e.g., local service clubs).		
Strategies (Innovations)	Staffing Model	Housing Operations Policies	Designated Care Coordinators
Activities	<ul style="list-style-type: none"> Delete the TSC & CSC roles and create the SSC, TSA, and SES roles¹ Increase staff Identify partners for training Train staff on senior issues 	<ul style="list-style-type: none"> Create and implement senior-specific housing policies in priority areas² Create the Seniors Tenant Advisory Committee to advise ISM implementation 	<ul style="list-style-type: none"> Assign designated LHIN Care Coordinators to each building Develop tenant referral processes Host integrated team meetings with health and housing staff
Outputs	<ul style="list-style-type: none"> # of staff hired # and type of training developed and offered # of staff trained # of team meetings 	<ul style="list-style-type: none"> # of policies revised/created # of STAC meetings Tenant feedback # of newsletters # of regional town halls 	<ul style="list-style-type: none"> # of partner agencies identified # of tenants engaged Menu of programs available # of Hubs created
Short-Term Outcomes	<ul style="list-style-type: none"> Increased staff to tenant ratio Increased tenant awareness of building staff Increased staff knowledge of seniors issues and support services 	<ul style="list-style-type: none"> Increased awareness of policy changes among tenants and staff Increased staff compliance with changes Increased tenant engagement 	<ul style="list-style-type: none"> Increased awareness of Hub programs and services among tenants and housing staff Increased access to Hub programs and services among tenants
Intermediate Outcomes	<ul style="list-style-type: none"> Improved relationships Improved delivery of excessive hoarding (tenant evictions) Improved access to long-term care placement 	<ul style="list-style-type: none"> ↑ tenant satisfaction, ↑ communication ↓ condition of units and buildings (↓ pests, moderate unit arrears, ↓ retroactive arrears, ↓ evictions) ↑ access to TCHC/LHIN funded services, ↓ crisis 	
Long-Term Outcomes	Senior tenants have an increased ability to age in place with dignity and in comfort.		

Assumptions

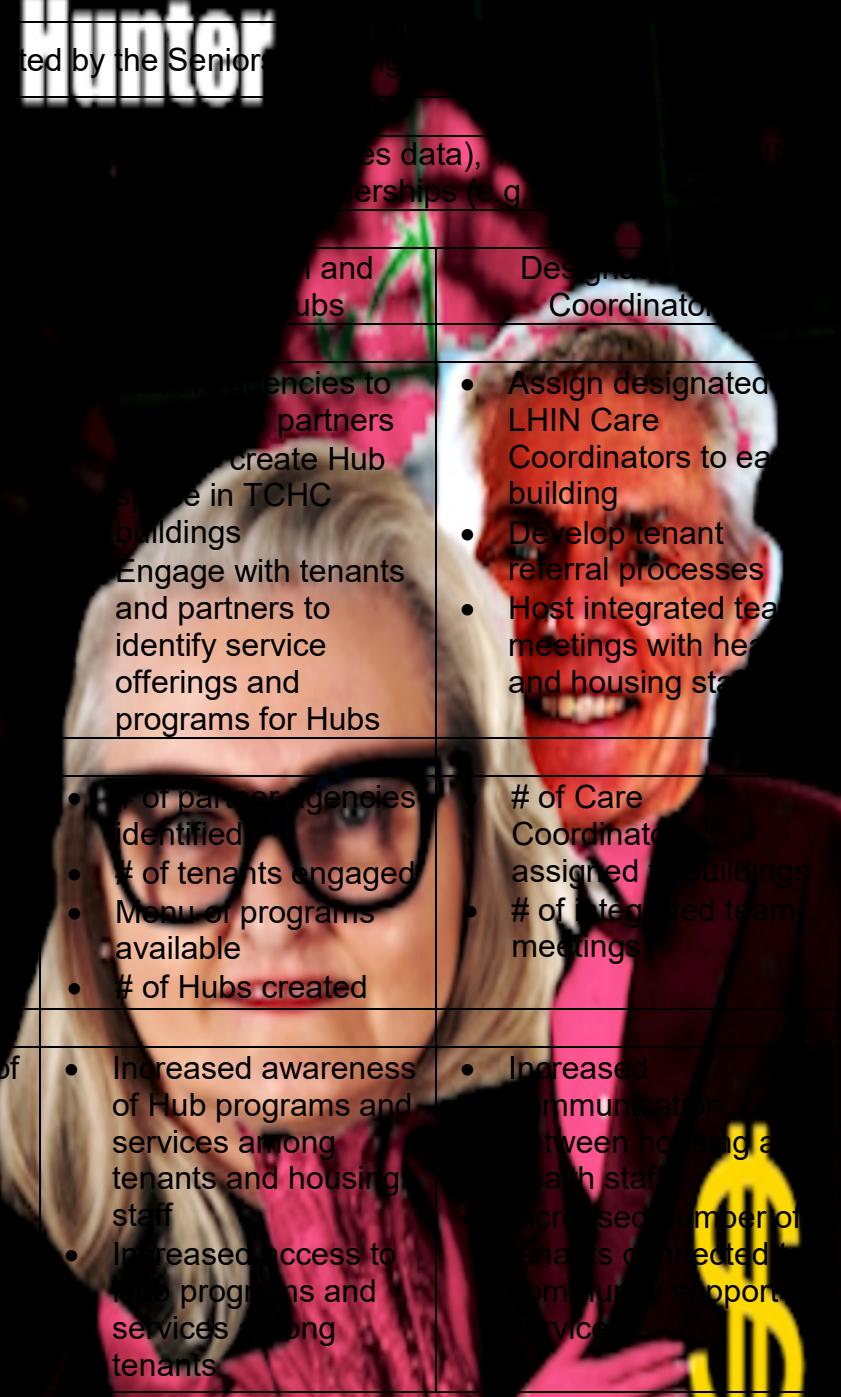
• Staffing and resources available to support the delivery of the ISM	• COVID-19 pandemic reallocates resources from ISM implementation
• Tenant engagement and participation in the ISM	• Insufficient resources to support ISM implementation
• Staff are consistent in the administration of policies and procedures	• Inconsistent administration of policies in different buildings
• Senior tenants do not feel the new policies align with their priorities	• Senior tenants do not feel the new policies align with their priorities
• Reorganization of TC LHIN into Ontario Health	• Reorganization of TC LHIN into Ontario Health
• Legislation restricts the ability to share information across sectors	• Legislation restricts the ability to share information across sectors

¹ TSC = Tenant Services Coordinator, CSC = Community Services Coordinator, TSA = Tenant Services Administrator, SSC = Seniors Services Coordinator, SES = Support and Engagement Supervisor

² Priority areas include unit and building condition, safety and security, communication and housing retention, and eviction prevention.

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List of 83 Seniors-Designated TCHC buildings

(Sorted by Seniors Housing Unit region)

Development Name	Address	Ward	No. of Units	Seniors Housing Unit Region
Beaches Lions Centennial	50 Norway Ave.			South East
Blair Court	266 Donlands Ave.			South East
Broadview Ave. (717)	717 Broadview Ave.			South East
Broadview Manor	80 Danforth Ave.			South East
Byng Towers	3330 Danforth Ave.			South East
East York Acres	9 Haldon Ave.			South East
Frances Beavis Manor	369 Pape Ave.			South East
Glen Stewart Apartments	828 Kingston Rd.			South East
Glenyan Manor	10 Deauville Lane			South East
Greenwood Apartments	145 Strathmore Blvd.		350	South East
Hansdale Apartments	7 Coatsworth Cr.		48	South East
Kinsmen Apartments	2287 Gerrard St. E.		38	South East
May Birches Apartments	859 Dundas St. E.		29	South East
Scarborough Apartments	575 Danforth Rd.		16	South East
St. George Manor	17 Brimley Rd.		330	South East
Sunrise Towers	1420 Victoria Park Ave.		330	South East
The Overlea	12 Thorncliffe Park Dr.	15	219	South East
Woodbine Acres	133 Merrill Ave. E.	19	42	South East
Bathurst Place	3036 Bathurst St.	8	160	Central
Doug Saunders Apartments	1775 Eglinton Ave. W.	12	300	Central
George Barker Manor	384 Mount Pleasant Rd.	12	155	Central
Janet Magee Manor	71 Merton St.	12	167	Central
Joseph Brown Manor	3179 Yonge St.	15	110	Central
King High Acres	12 King High St.	6	31	Central
Lawrence Avenue (650)	650 Lawrence Ave.		14	Central
Louise Towers			99	Central
Marjory Carton Apartments			125	Central
Montgomery Place			266	Central
Moore Place			185	Central
Northacres Apts.			16	Central

Non-senior buildings are directly managed by contracted companies.

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Non-senior

Buildings are managed by

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Development Name	Address	Ward	No. of Units	Seniors Housing Unit Region
Northacres Apts.	4 Flemington Rd.	8	10	Central
Northacres Apts.	6 Flemington Rd.	8	16	Central
Northacres Apts.	8 Flemington Rd.	8	15	Central
Northacres Apts.	14 Flemington Rd.			Central
Northacres Apts.	16 Flemington Rd.			Central
Northacres Apts.	18 Flemington Rd.			Central
Northacres Apts.	20 Flemington Rd.			Central
Saranac Apartments	3174 Bathurst St.			Central
Sheppard Place	4455 Bathurst St.			Central
The Sherwood	2567 Yonge St.			Central
West Don Apartments	6250 Bathurst St.			Central
Alexandra Park Apartments	91 Augusta Ave.			Downtown
Beverley Apartments	168 John St.	180		Downtown
College Apartments	423 Yonge St.	340		Downtown
Donvale Apartments	330 Gerrard St. E.	81		Downtown
Edna Dix Apartments	540 Queen St. E.	44		Downtown
Kensington Apartments	34 Oxford St.	189		Downtown
King Street Apartments	585 King Street East	128		Downtown
Leonardo Condominiums	72 Clinton St.	157		Downtown
May Robinson Apartments	20 West Lodge Ave.	295		Downtown
May Robinson Apartments	25 West Lodge Ave.	98		Downtown
McMurrich Place	18 Davenport Rd.	128		Downtown
Riverdale Acres	230 River St.	25		Downtown
Sackville St. (252)	252 Sackville St.	159		Downtown
Springhurst Manor	1447 King St. W.	59		Downtown
The Rankin Apartments	55 Rankin Cres.	176		Downtown
William Dennison Apartments	310 Dundas St. E.	155		Downtown
William Dennison Apartments	237 Sherbooke St. W.	11		Downtown
Winchester Square	55 Bleeker St.	260		Downtown
Arleta Manor	7 Arleta St.	201		West
Arleta Manor		171		West
Edgeley Apartments		323		West
Edwards Manor		307		West
Griggs Manor 1		300		West
Griggs Manor 2		100		West
Islington Manor		350		West
Kendleton Dr. (11)		58		West

Non-weighted buildings are directly managed by contracted companies.

Non-weighted buildings are directly managed by contracted companies.

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Development Name	Address	Ward	No. of Units	Seniors Housing Unit Region
Lerette Manor	250 Twelfth St.	3	175	West
Outlook Manor	55 Outlook Ave.	5	275	North East
Silverthorn Place	600, 602-612B Rogers Rd.	5	207	North East
Woods Manor	2835 Lakeshore Blvd. W.			West
Beecroft Manor	35 Park Home Ave.			North East
Brimley Acres	2950 Lawrence Ave. E.			North East
Cedarbrae Manor	65 Greencrest Circuit	24	400	North East
Cliffwood Manor	4000 Don Mills Rd.			North East
Gus Harris Place	120 Town Haven Place			North East
Neilson Homes	1315 Neilson Rd.		26	North East
Sanderling	20 Sanderling Place		90	North East
Senedale	1700 Finch Ave. E.		275	North East
Tam O'Shanter Towers	3825 Sheppard Ave. E.	22	300	North East
The Kemps	5430 Yonge St.	3	239	North East
Willowdale Man	175 Cummer Ave.	8	246	North East
Wishing Well Manor	2008 Pharmacy Ave.	22	293	North East
Total Number of Developments			75	
Total Number of Units			13,904	
Total Number of				

Non-weighted buildings are directly managed by contracted companies.

Contracted buildings are managed by

Integrated Service Models

Integrated Service Model Staffing Model

Comparison of Current and ISM Staffing Models

Current Staffing Model		New Staffing Model	
Title	Description	Title	Description
Community Service Coordinator (CSC)	<ul style="list-style-type: none"> Supports tenancy challenges & tenant needs Connects tenants to external supports Division of Support & Engagement Roles 	Senior Services Coordinator (SSC)*	<ul style="list-style-type: none"> Main point of contact for all tenant-facing services Works with maintenance staff on site in the building Provides access and support service, with responsibility for tenancy management
Tenant Services Coordinator (TSC)	<ul style="list-style-type: none"> Vacancies Arrears Annual Income Verification Tenancy Management 	Tenant Services Administrator (TSA)	<ul style="list-style-type: none"> Takes on the administrative tenancy management functions <ul style="list-style-type: none"> e.g. routine correspondence, rent assessments, data collection, etc.
		Support & Engagement Supervisor	<ul style="list-style-type: none"> Works out of Region Office Manages and supports SSCs in buildings Oversees tenant support, engagement and partnership development

* Formerly titled Housing Stability Coordinators

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Proposed Staff Training Topics

Through the Integrated Service Model, there will be a focus on ongoing professional development on seniors-specific topics for all non-clinical staff.

In addition to existing TCHC training, staff in the Seniors Housing Unit will receive training and professional development on the following topics, in a list that will be re-visited based on emerging issues:

- Conflict Resolution
- Non-violent Crisis Intervention
- Customer Service
- Financial Supports for Seniors (OAS, GICs, RRSPs)
- Mental Health and Addictions (e.g. Mental Health First Aid)
- Working with Vulnerable Populations
- Dementia and Cognitive Impairments
- Falls and Injuries
- Discharge Planning
- Anti-Social Behaviour
- Elder Abuse (physical, sexual, emotional, neglect, financial)
- Unit Transformation and the Unique Needs of Seniors
- Navigation Resources for Seniors
- Rights of Seniors
- Confidentiality and Privacy

Staff members will receive different training based on their roles. Where possible, the Seniors Housing Unit will work with partners to deliver training.

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Reporting Requirements

As outlined in the *Accountability Framework*, the SHU is required to submit the following documentation to SSLTC:

- *Annual Program Plan*¹
- *Monthly KPI Reports*

1) Annual Program Plan

The Annual Program Plan provides a summary of the ISM requirements and achievement towards implementation of the ISM requirements and achievement towards:

- o Building relationships of trust between the SHU and its tenants, including using staff;
- o Improving the delivery of housing services that impact seniors' housing stability;
- o Increasing access to health and community services through enhanced integration of community and SHU buildings.

The Annual Program Plan is required for submission of the SHU to SSLTC in Q4 of each year and should include the following:

ISM Requirements	Summary of Activities	Outcomes (Results-Based Accountability)	Priorities for the Next Year
1) New Standard Model	Summarize the actions taken in the year towards the requirement, as defined in the Accountability framework.	Provide a summary of: <ul style="list-style-type: none">- How much was achieved;- How well was it achieved;- Was anybody better off as a result of the change?	Summarize the priorities within each of the ISM requirements for the next year, and the strategies that will be implemented to achieve these goals.
2) Seniors-Specific Policies and Procedures	Activities should include successes, challenges, opportunities, etc.	Identify how progress has been made towards the achievement of the ISM objectives.	Activities should be summarized at a regional level where possible.
3) Seniors Health and Wellness Hubs	Activities should be summarized at a regional level where possible.		
4) Designated Care Coordinators			
5) Senior Tenants Advisory Committee			
6) Other Tenant Engagement			

¹ SSLTC will work with the SHU to establish the reporting requirements outlined in the *Accountability Framework*.

SSLTC will work with the SHU to establish the reporting requirements outlined in the *Accountability Framework*.

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2) KPI Reports

The KPI Reports will be submitted by the SHU and will include all KPIs outlined below. In addition, the KPIs under development by TCHC will be tracked as

one of the following three categories:

- KPIs that have been developed by TCHC and will become available in the future
- KPIs that are currently under development by TCHC
- KPIs that are currently available in the SHU

Key Performance Indicators	Expected Direction of Change	Source
Total # of maintenance work orders created	SHU	
Service level (i.e., % of maintenance orders completed within 5 business days)	SHU	
# of pest control requests	SHU	
# of units with moderate or excessive clutter (based on TCHC definition)	SHU	
# of units identified as having pest issues through inspection	SHU	
Annual Unit Assessment process	SHU	
Tenant satisfaction with building maintenance and cleaning services (via Tenant Experience Survey)	Increase	SHU
# of community events	Decrease	SHU
Types of community safety events	N/A	SHU
Tenant perception of safety (via the Senior Tenant Experience Survey)	Increase	SHU
Total arrears – total value & # of households	Decrease	SHU
Retroactive arrears – total value & # of households	Decrease	SHU
Arrears under the terms of subsidy due to non-rental – # of households	Decrease	SHU
# of repayment agreements	Increase	SHU
Repayment agreements – ratio of households with repayment agreements versus # of households with arrears	Ratio will increase	SHU
# of outstanding arrears (rent reviews)	Decrease	SHU
# of active legal files (years)	Decrease	SHU
# of active legal files (legal acts)	Decrease	SHU
# of active legal files (health and safety)	Decrease	SHU
# of evictions executed	Decrease	SHU
Vacancy rate (target 10%)	Decrease	SHU
# of Tenant and Community Safety requests created	Increase (then decrease)	SHU
Types of TCS support (e.g., behaviour, critical relocation, unit conversion)	N/A	SHU
# of referrals made to other services	Increase	SHU

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Key Performance Indicators	Expected Direction of Change	Source
# of partnerships created with community aging organizations (i.e., use of space agreements signed)	increase	HU
Tenant perception of access to services and supports (via the Senior Tenant Experience Survey)	increase	HU
# of newsletters issues produced		HU
Overall tenant experience (via the Senior Tenant Experience Survey)		SHU



Integrated Service Models

Data Dictionary & Collection Plan													
Part A: Data Dictionary and Performance Targets				Part B: Data Collection Plan									
Measure	Type	Operational Definition (whether it is a percentage or a count; parameters around what/who is being measured; definition of terms which may be ambiguous)	Target (if relevant)	Owner of Data	Indicator Currently Exists or Under Development (e.g., whether the indicator is currently collected or will be collected in the future)	Data Source (e.g., database, clients - all clients or a sample)	Data Collection Tool (e.g., intake forms, surveys)	Frequency of Data Collection (e.g., daily, weekly, monthly, annually)	Who is responsible for collecting data?	Where and how data is stored? (e.g., Excel, Clear Impact Scorecard, database)	Who is responsible for sending data to SSLTC?	Who is responsible for analyzing data?	Reporting Frequency (e.g., daily, weekly, monthly, annually)
Maintenance Requests	Property	# of maintenance requests	Not applicable	TCHC	Currently exists	Each Request	Each Request	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Maintenance Service Level	Property	# of maintenance requests	Not applicable	TCHC	Currently exists	Each Request	Each Request	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Pest Control	Property	# of pest control requests	Not applicable	TCHC	Currently exists	Each Service Request	Each Service Request	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Pest Issues	Property	# of pest issues	Not applicable	TCHC	Currently exists	Any Inspection Unit	Inspection	Annually	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Hoarding	Property	# of hoarding cases	Not applicable	TCHC	Currently exists	Any Inspection Unit	Inspection	Annually	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Tenant Experience	Property	Tenant perception of property condition and cleanliness	Not applicable	TCHC	Under development	Tenant Experience Survey	Survey	Annually	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Tenant and Community Service Request	Access to Services Support	# of Tenant and Community Service (TCS) support requests created	Not applicable	TCHC	Currently exists	Each Request	Each Request	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Tenant and Community Service Request Type	Access to Services Support	Types of TCS support requests created	Not applicable	TCHC	Currently exists	Each Request	Each Request	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Referrals	Access to Services Support	# of referrals made to connect tenants with external services	Not applicable	TCHC	Currently exists	Each Service Request	Service Requests	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Partnership	Access to Services Support	# of partnerships created with community agencies	Not applicable	TCHC	Under development	TE	Service Agreements	Annually	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Tenant Experience	Access to Services Support	Tenant perception of access to services and supports	Not applicable	TCHC	Under development	Tenant Experience Survey	Survey	Annually	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Community Safety Events	Community	# of Community Safety Events	Not applicable	TCHC	Currently exists	Community Reporting	Reports	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Types of Community Safety Events	Community	Types of Community Safety Events	Not applicable	TCHC	Currently exists	Community Reporting	Reports	Monthly	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Tenant Experience	Community	Tenant perception of safety	Not applicable	TCHC	Under development	Tenant Experience Survey	Survey	Annually	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Newsletters	Community	# of newsletters issues produced	Not applicable	TCHC	Under development	Community Divisional Record	Divisional Record	Annually	TCHC	Database	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Tenant Experience	Community	Overall tenant experience in terms of communication	Not applicable	TCHC	Under development	Tenant Experience Survey	Survey	Annually	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Total Arrears	Tenancy Management	Value and # of households in arrears	Not applicable	TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Retroactive Arrears	Tenancy Management	Value and # of households in arrears	Not applicable	TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Arrears under Loss of Subsidy due to non-return of Annual Review	Tenancy Management	Value and # of households in arrears	Not applicable	TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Repayment agreements	Tenancy Management	# of households with repayment agreements divided by the total # of households in arrears	Not applicable	TCHC	Has to be calculated	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Percentage of households in arrears with repayment agreements	Tenancy Management	# of households with repayment agreements divided by the total # of households in arrears	Not applicable	TCHC	Has to be calculated	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Outstanding Annual Rent Reviews	Tenancy Management	# of outstanding annual rent reviews	Not applicable	TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Active legal files - arrears	Tenancy Management	# of active legal files - arrears	Not applicable	TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Active legal files - illegal acts	Tenancy Management	# of active legal files - illegal acts	Not applicable	TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly

Part A: Data Dictionary and Performance Targets				Part B: Data Collection Plan									
Measure	Type	Operational Definition (whether it is a percentage or a count; parameters around what/who is being measured; definition of terms which may be ambiguous)	Target (if relevant)	Owner of Data	Indicator Currently Exists or Under Development (e.g., whether the indicator is currently collected or will be collected in the future)	Data Source (e.g., database, clients - all clients or a sample)	Data Collection Tool (e.g., intake forms, surveys)	Frequency of Data Collection (e.g., daily, weekly, monthly, annually)	Who is responsible for collecting data?	Where and how data is stored? (e.g., Excel, Clear Impact Scorecard, database)	Who is responsible for sending data to SSLTC?	Who is responsible for analyzing data?	Reporting Frequency (e.g., daily, weekly, monthly, annually)
Active legal files - health and safety	Tenancy Management	# of active legal files - health and safety		TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Evictions	Tenancy Management	# of evictions - health and safety		TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Vacancy Rate	Tenancy Management	# of vacant units - health and safety		TCHC	Currently exists	HMIS	HMIS entries	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
False Fire Calls	Safety and Security	# of false fire calls to each TCHC seniors building		City of Toronto - Fire Services	Currently exists	City of Toronto - Fire Services	Services	Monthly	City of Toronto - Fire Services	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Fire Calls	Safety and Security	# of fire calls to each TCHC seniors building		City of Toronto - Fire Services	Currently exists	City of Toronto - Fire Services	Services	Monthly	City of Toronto - Fire Services	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
EMS Calls	Access to Services and Support	# of EMS calls to each TCHC seniors building		City of Toronto - Toronto Paramedic Services	Currently exists	City of Toronto - Toronto Paramedic Services	Services	Monthly	City of Toronto - Toronto Paramedic Services	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
Police calls	Safety and Security	# of police calls to each TCHC seniors buildings		Toronto Police Services	Currently exists	Toronto Police Services	Services	Monthly	Toronto Police Services	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Annually
TC LHIN Service Availability	Access to Services and Support	# of individual TC LHIN funded services offered to each TCHC seniors building		TC LHIN	Currently exists	CBI Database, H&CC, CHRIS (database)	Database	Quarterly	TC LHIN	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Quarterly
Residents connected to TC LHIN funded services	Access to Services and Support	# of unique service users receiving any amount of service from a TC LHIN funded community services in TCHC seniors buildings		TC LHIN	Currently exists	CBI Database, H&CC, CHRIS (database)	Database	Quarterly	TC LHIN	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Quarterly
Emergency department visits	Access to Services and Support	# of low urgency emergency department visits (based on a CTAS* score of 4 or 5) in TCHC seniors buildings or postal code areas		TC LHIN	Currently exists	NACRS (Database)	Database	Quarterly	TC LHIN	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Quarterly
Crisis long-term care placements	Access to Services and Support	# of crisis long-term care placements from TCHC seniors buildings		TC LHIN	Currently exists	CBI Database, H&CC, CHRIS (database)	Database	Quarterly	TC LHIN	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Quarterly

Notes: For Phase 1 ISM, all indicators are collected and provided to SSLTC for reporting.

- Some indicators are collected manually and therefore data limitations apply (due to human perception are unavoidably subjective and responses are not always guaranteed).
- *CTAS = Canadian Triage & Acuity Scale
- Health indicators may be impacted by other factors outside of the ISM. The TCHC data is lagged by 6 months. The lag is due to the start of the ISM partnership, and does not account for seasonal changes.

Some indicators are collected and provided to SSLTC for reporting. In addition, for survey data, lagged by 6 months. For survey responses to questions about tenant perception are unavoidably subjective and responses are not always guaranteed.